

10 December 1975

MEMORANDUM FOR: Director of Training

SUBJECT : Review of Attendance at the Industrial  
College of the Armed Forces -- Academic  
Year 1974-1975

1. In reference to the recent request from General Antonelli, Commandant, Industrial College of the Armed Forces (ICAF); the following brief comments are submitted for consideration in enhancing the future content of the ICAF curriculum.
2. With respect to the Core Units, I believe there had been an inordinate amount of emphasis placed on the economic aspects of national security, Core Unit IV - National Economic Problems and Policies. Rather than devote an entire Core Unit to economics, I believe it would be more effective to relate economics to security in other Core Units of study, such as Resource Management, Management of National Security Resources and the Domestic Environment of National Security. Therefore, I would suggest the possibility of dropping the month long Core Unit #4 (National Economic Problems and Policies), and cover them in other areas of the program.
3. My general impression of ICAF's overall program is that it may be more business oriented than need be for the average military or government manager. Because ICAF is a senior military school, I had anticipated more emphasis on national strategies and the concepts of modern war. One particular elective I attended, Modern Strategic Thought, was extremely relative to the contemporary military officer and federal security manager. There were, however, only a hand full of ICAF students who shared this opinion, as witnessed by the small number (7) enrolled in that course. In this respect, ICAF may not be adequately preparing the military leader for

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senior command responsibilities. (This is in direct contrast to the curriculum used at the National War College). Therefore, I would suggest a more moderate approach toward business related aspects of national security, vis-a-vis, strategic concepts in future curriculums.

4. It is perhaps too soon for me to evaluate whether my attendance at ICAF has served to enhance my Agency career. Regardless of the prospect for future career progress, I believe that the time spent at Ft. McNair was personally rewarding. Also, with regard to the matter of the proper time in one's career, I believe that it's primarily incumbent upon the individual to make the most of the ICAF experience when he returns to the Agency. In effect, any time is the proper time in one's career to undertake the ICAF experience if the opportunity prevails.

STATINTL

National Photographic Interpretation Center